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ABSTRACT

The Special Libraries Association (SLA) provides information on achieving equal pay for equal work for women librarians in special libraries. A 1973 SLA study is cited to show pay differences between men and women. Then relevant legislation and executive orders are listed for the United States, along with similar legislation for Canada. Attention is also given to the problems of the librarian in a one-person library as well as to defining equal work and to determining if one is fairly paid. Eight steps are outlined for the individual who wishes to achieve salary parity, and five steps are suggested for ending salary inequities in the organization. Finally, legal alternatives in the U.S. and Canada are described. Sources of information and help are included along with a bibliography. (LS)

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EQUAL PAY FOR EQUAL WORK
Women in Special Libraries

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"The right to vote or equal rights, may be good demands. But true emancipation begins, neither at the polls nor in the courts, it begins in woman's soul."

Emma Goldman (1911)

"The time will come . . . when women will be economically free and mentally and spiritually independent."

Nellie McLung (pioneer Canadian feminist)

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Introduction

Gender-based discrimination in employment takes many forms. It may involve equal pay, promotions, hiring and termination, offices, company cars, lunch hours and other privileges. Achieving equal pay for equal work is the first step in ending other forms of employment discrimination. In asserting equal employment rights women special librarians will find the information in this pamphlet useful. It is not designed to serve as a "how-to" in determining if one is underpaid but to carry out the educational activities of Special Libraries Association.

In June 1974, Special Libraries Association adopted a resolution subscribing to equal pay for equal work, equal opportunity for professional growth and promotion to a higher administrative echelon in special libraries. SLA resolved to undertake an intensive education program to inform both special librarians and members of the general public of the rights of women and the principles of equal opportunity and equal pay. A committee was appointed to develop educational programs and publications on equal opportunity and equal pay in special libraries. The Special Committee on the Pilot Education Project has prepared this pamphlet to further the educational activities relating to compensation that were begun in January 1974.

The SLA Salary Survey

In December 1973, the results of the third triennial SLA Salary Survey were published in *Special Libraries* (1). Both the mean and median annual salaries were higher in 1973 than in 1970. However, the ratio of the mean annual salaries for women respondents to men respondents in 1973 was the same as in 1970; that is 75%.

The differential in remuneration male and female special librarians received is an understandable cause for alarm and dissatisfaction by two-thirds of all special librarians responding since two-thirds of the respondents were female. If the glaring discrepancy in salaries paid to females does not arouse the seemingly more privileged male group, then perhaps if

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viewed in essentially selfish terms, it will do so. The fundamental point to keep in mind is that an increase in salaries paid to female special librarians will result in an increase in basic minimal salaries for all librarians.

Relevant Legislation and Executive Orders—U.S.

1. *Equal Pay Act of 1963*—Administered by the Wage and Hour Division of the Department of Labor, the Equal Pay Act covers all employees covered by the Fair Labor Standards Act. Discrimination in salaries, including most fringe benefits, on the basis of sex is prohibited by the act. This act is considered to be the most effectively enforced federal anti-sex bias statute. The 1972 amendments extended coverage to executive, administrative and professional employees. (Most librarians are so classified.) Unfortunately, to date there has been little case law to illustrate the application of the act to employees in the administrative and professional categories.
2. *Executive Order 11246*, October 13, 1968—As amended by Executive Order 11375, this order prohibits government contractors from discrimination on account of race, color, religion, sex and natural origin. The order covers all contractors with federal grants or contracts over \$10,000. Salary, benefits and conditions of employment are included. The order is enforced by the Office of Federal Contract Compliance under the Secretary of Labor. Individual complaints are forwarded to the Equal Employment Opportunity Commission. Government may revoke or delay contracts and may bar the employer from eligibility for future contracts. Educational institutions, as well as industries receiving government contracts, are covered under the order.
3. *Executive Order 11478*, August 12, 1969—This order, which amends 11246, extends the prohibition against discrimination in employment on the basis of sex, race, color, religion or national origin to federal employees. The order directs the writing and maintenance of affirmative action programs by

all heads of agencies and executive departments. Affirmative action is to be extended to all civilian and military employees of the federal government and all applicants for employment. The order is administered by the Civil Service Commission, which has the authority to review complaints and to issue regulations and instructions.

4. *Title VII of the Civil Rights Act of 1964* as amended by the Equal Employment Opportunities Act of 1972—Employers with 15 or more employees may not discriminate on the basis of race, color, religion, national origin or sex. The act is enforced by the Equal Employment Opportunity Commission (EEOC). Title VII prohibits discrimination in matters of salary, hiring, upgrading, fringe benefits, training and other conditions of employment. The 1972 amendments extended the act to cover employees in educational institutions and employees of state and local governments. Many suits have arisen under this act, and there are relatively clear guidelines for its application.

Relevant Legislation—Canada

1. *Canadian Bill of Rights*—An act for the Recognition and Protection of Human Rights and Fundamental Freedoms (S.C. 1960, c.44)—This act recognizes and declares that "in Canada there have existed and shall continue to exist without discrimination by reason of race, national origin, colour, religion or sex certain fundamental human rights."
2. *Canada Labour Code*, R.S.C. 1970, c.L-1, §38.1(1)—No employer shall establish or maintain differences in wages between male and female employees employed in the same industrial establishment, who are performing under the same or similar work on jobs requiring the same or similar skill, effort or responsibility. The Labour Code covers employees in industries covered by a federal charter, such as banking, transportation, radio and television, shipping, etc. Salary discrimination charges are handled by the Labour Standards Branch.

3. *Public Service Employment Act*, R.S.C. 1970, c.71, §12(2)—The Commission shall in prescribing selection standards under subsection (1) shall not discriminate against any person by reason of: sex; race; national origin; colour or religion. Employees of the federal government are covered by the act. The Anti-Discrimination Branch is charged with enforcing this section of the act.
4. *Unemployment Insurance Act*, 1971, S.C. 1970-71-72, c.48, §140—The Minister shall ensure that in referring a worker seeking employment, there is no discrimination because of race, national origin, colour, religion, sex, marital status, age or political affiliation.
5. *Provincial Equal Pay Acts* (References to acts means as amended.)

Alberta:	<i>The Individual's Rights Protection Act</i> , S.A. 1972, c.2.
British Columbia:	<i>Human Rights Code of British Columbia</i> , S.B.C. 1973 (Second Session), c.119, §6.
Manitoba:	<i>The Equal Pay Act</i> , R.S.M. 1970, c.E130.
New Brunswick:	<i>Female Employees Fair Remuneration Act</i> , R.S.N.B. 1973, c.F-9.
Newfoundland:	<i>The Newfoundland Human Rights Code</i> , R.S.N. 1970, c.262, §10.
Nova Scotia:	<i>Labour Standards Code</i> , S.N.S. 1972, c.10, §55.
Ontario:	<i>The Employment Standards Act</i> , 1974, S.O. 1974, c.112, §33.
Prince Edward Island:	<i>Human Rights Code</i> , S.P.E.I. 1968, c.24, §7.
Saskatchewan:	<i>The Labour Standards Act</i> , S.S. 1969, c.24, §41.
Northwest Territories:	<i>Fair Practices Ordinances</i> , C.N.W.T. 1966, (Second Session), c.6, §6.

Yukon:

Labour Standards Ordinance, R.O.Y.T. 1971, c.L1, §12.1.

Women in the Library Profession

Women in the library profession certainly face the problem encountered by all women in the labor force. But, to an extent, librarianship is unique. It is a profession requiring a high level of preparation and is considered by most librarians to be a challenging profession. In this century librarianship has traditionally been a woman's profession, so it is difficult to explain male dominance of the upper levels.

It is possible and entirely likely that the position and pay of female special librarians may reflect the relative position of women in the library profession in general as well as the relative position of all female employees. A comparison of salaries paid special librarians in 1970 with salaries paid librarians in a similar survey by the American Library Association in the same year shows strikingly similar results. The American Library Association survey indicates salary distribution by type of library, and special libraries are included as one of the types (2). Respondents to the SLA survey reported a mean salary of \$11,000; the mean salary from the ALA Survey was \$10,920. The median salaries reported are \$11,800 (SLA) and \$11,758 (ALA) (1, 2). In a survey of public librarians conducted in 1973, male directors were paid \$4,070 more than were female directors. Since 1971 this difference increased by \$420. The SLA survey indicates the mean salary for women to have remained at approximately 75% of the mean annual salary for men. The sex bias reported in 1970 continues at approximately the same level in special libraries (3; 1, p. 616).

Much of the literature is concerned with the numbers of women in chief administrative positions. If the lack of vertical mobility is seen as the chief cause of smaller salaries being paid female librarians, could it be true that men do make better administrators than women? Do men possess certain inherent traits which make them better library administrators? If it is as-

sumed that aggressiveness is a desirable trait for library administrators, are men inherently more aggressive? Fortunately, there have been studies which give empirical data on this subject. In studies conducted by Clayton and by Douglass the personality traits of library school students were explored. The female graduate library student demonstrated more qualities of assertiveness than the average female student. Therefore, according to these studies, women entering the library profession tend to be aggressive, a trait which has been identified as desirable for library administrators (4).

There are three possible solutions to the problems women face in special libraries in regard to salary discrimination.

1. Increased pressure to place women in chief administrative positions.
2. The wider view, an attempt to raise the image of the profession of librarianship by making it definitely less "feminine" (i.e., less of a traditionally female profession).
3. The recruitment of female librarians from disciplines other than the liberal arts.

Defining Equal Work

Central to the problem of equal pay is defining equal work. In both the U.S. and Canada equal work is generally defined by four criteria: equal skill, equal effort, and equal responsibility, performed under similar working conditions. "Equal" has not been interpreted to mean "identical" but "substantially equal" (5). In comparing jobs, job titles, evaluations, and job classifications are not controlling. Job requirements and duties actually performed are essential for the equal pay standard (6).

Equal skill includes such factors as education, experience, training and ability. Neither the possession of a skill not required for job performance nor efficiency in job performance may be considered in evaluating skills. The critical factor is the *degree* of skill required to perform the job (7). Jobs performed within different departments of an establishment does not necessarily make them equal (8).

8 Equal effort is also required to meet the

equal pay standard. It is defined as "the physical or mental exertion needed for the performance of the job." The important factor is the difference in the amount or degree of effort expended. However, differences in the kind of effort required for the job do not necessarily make the job unequal. In other words, the difference in the kind of effort required to manage a library and the effort necessary to manage an engineering department does not necessarily make the jobs unequal. If a wage differential based on the amount of effort exists, it must be applied uniformly to men and women (9).

Equal responsibility is concerned with the degree of accountability required. The key factor is the importance of the job obligation. The importance of the duty and degree of accountability of the employee are considered in relation to the effect the performance of the duty has on the employer's operation (10). Some courts look to the amount of supervision an employee receives as an indication of the responsibility required of the job (11).

Similar working conditions generally exist for employees performing jobs requiring equal skill, effort and responsibility. The mere fact that jobs are completed in different departments does not mean they are *per se* performed under dissimilar working conditions. Slight differences in working conditions are not enough to make jobs unequal (12). Time of day for job performance may mean the job is not performed under similar working conditions, but courts are split on this issue (8, p. 53).

There are four exceptions to the equal pay standard: a seniority system, a merit system, a system measuring earnings by quantity or quality, or any factor other than sex (13). The employer bears the burden of proof in establishing the validity of one of these four exceptions, and if an exception is operational, it must be applied equally to men and women (14).

Special Problems of the Librarian in a One-Person Library

The 1973 SLA Salary Survey showed a larger concentration (85%) of women in the

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special libraries with a staff of only one or two persons (7, p. 616). In the same study the table for salary distribution by responsibility showed the lowest mean and median salaries for the category "general responsibilities in a one- or two-man library." It would have been more appropriate to say in the one- or two-woman library. In other words, in the small, one-person library, the librarian is likely to be female and low paid.

Is she really being underpaid because she is a woman? Or, is her low salary due to the fact that the library is unimportant or undervalued in this particular institution? Was a low salary set and a woman hired because the library is considered unimportant? Is there a male colleague with whom she can compare herself in order to determine whether she is receiving equal pay for equal work? Is she being discriminated against because she is a woman or because she is a librarian? Is she really being underpaid or is her low salary all she, as an individual in that particular job, deserves? If she is the only woman in the institution employed in a professional capacity, it is likely that her services are valued no more, or paid no better, than those of a secretary; how can she assert her professional worth without seeming to put down the work of others (i.e., secretaries)? These are some of the questions the woman librarian in a one-person library will be asking herself in trying to determine whether she is a victim of salary discrimination. The long-term conditioning of women in our society not to expect or demand equal treatment is complicated in the situation of the one-woman library by the problem of deciding equal to whom.

The woman in the one-person library has to take a variety of steps to get paid what she is worth. The first and foremost step has to be taken within her own head in the form of a thorough reassessment of her position and her own personal merit. She has to be sure of what she is worth and what her services are worth; she also has to be sure of how much she is willing to risk in the fight for an "equal" salary.

How to Determine if You Are Fairly Paid

The Position Description

The basis for an impersonal evaluation or equitable treatment for any position held is the *Position Description*. It is in this document that the employer spells out what functions and duties are to be performed, what responsibility and authority is assigned, the degree and kind of control imposed, the mental and physical requirements entailed, and what prior qualifications for full performance are specified. This document, which should be reviewed periodically for currency, is essentially the contract to which you and your employer both agreed when you took the job. The employer hired you on the basis of your meeting the prior qualifications and the mental and physical requirements, and you agreed to perform the functions and assume the duties and responsibilities as stated. This bare-bones description is extremely important not only for defining the position itself but for purposes of comparison with other positions which may have functions and requirements of relatively similar nature. Comparison can be made only if those functions and requirements have been specifically stated.

Study that position description carefully because what has been enumerated there established the "slotting" of the job—the rank in the organization structure and the salary range. If you are in a situation where there are several library positions and the scope of the work is well understood, salary schedules and progressions are easy to determine. But, most special libraries are unique positions, fringing the environment in which they operate, and the problems of placement have been horrendous. This is where the requirements and statements of the position description come into play and are all-important. For equitable treatment this description must be matched against other position descriptions and analyzed to detect similarities in such areas as degree and scope of individual responsibility called for,

amount and type of authority delegated, nature of policy and procedural controls imposed, and the amount of guidance and assistance available. The relative intensity of prior requirements is also a point for comparison because educational qualifications, in truth, do vary. (An English major with an M.L.S. working as a librarian in an engineering firm is *not exactly* the equivalent of a physicist with a Master's Degree.)

Position Slotting

This exercise in determining the equivalency of various positions within the organization based on the stated responsibilities and requirements was probably gone through at the time the position was established. The salary level was set roughly by comparison with other jobs and also checked against at least two other standards: a) the average salary for all such jobs in the geographical area, and b) averages as shown by national surveys such as those published by the Department of Labor or by the professional societies (e.g. the SLA Salary Survey). These other measurements can have a strong bearing on the final salary slotting, particularly in such positions as that of a company librarian, for if the salaries in the local public library system are rather low, you can estimate the effect of that fact.

But, this slotting and grouping of similar positions not only established the salary level, it also created a very valid basis for the evaluation of treatment of a position incumbent. If you now wish to know if you are being paid fairly, you can ask for an answer based not only on the position itself but on how it compares with similar positions. The salary scale for the position should not have been altered with any change in functions, responsibilities and requirements. The amount and frequency of salary increases should be consistent with previous policy for the position and basically comparable for all positions within that similarity grouping.

Study that description closely and remember that no matter what you may actually be doing, the job the organization pays you for is essentially what is described therein. If the descrip-

tion does not assign financial responsibility to you specifically but instead states that you may "recommend" expenditures (for someone else to decide), then that degree of responsibility is not yours, even though you now may be assuming it. And, if the educational requirements are for a high school diploma and a typing speed of 60 wpm, holding an M.L.S. simply means you are over-qualified for what the company wants. (In the latter case why haven't you rewritten your job description and gotten your boss to agree to what you *really* do?)

Make sure that the description of the position you hold really describes the functions you perform, what degree of difficulty is involved in the performance, the number and kind of people for whom you perform, the number and kind of people and outside organizations with whom you must interact, and to whom you report in your organization, and what kind of commitments you can make and to whom. Request a new description if the old one uses the phrase "perform library services" rather than identifying specific duties. Ask for the impersonal data and evaluation which went into the "slotting" of your job. Then, if there is any reason to believe there has been discrimination or inequitable treatment, what comes next?

Achieving Salary Parity

In any establishment, the first step should be to bring the *facts* (not emotions) to your immediate superior for discussion and possible resolution. There may be reasons not based on discrimination which deserve clarification. If no satisfaction is obtained, or if you both agree it may be necessary to go into the problem more thoroughly, the matter should then be carried to the people in charge of personnel. The following is a step-by-step guide on achieving equal pay.

1. *Find out what protection you do and do not have under the law.* This will vary depending on type and size of the institution, whether it is subject to state, local or federal jurisdiction, whether there is a union, etc.

Under most equal employment legislation there is a provision to protect you against harassment or reprisals. You may not be harassed for having filed a complaint, whatever the results of that complaint. At the first clear sign it is advisable to file a secondary complaint for harassment; the law protects you against reprisals even if the finding on the original complaint is against you—that is to say, even if it is decided that you are not the victim of discrimination.

On the other hand, no one can protect you against the discomfort of not being spoken to at work or other subtle forms of harassment. Documentation is extremely important, both in the original complaint and in a complaint of harassment. There is nothing like a written record; if you make a point of sending communications in writing whenever possible, keeping a copy for your files of course, it will have the added advantage of forcing you to be coherent and articulate and perhaps preventing you from becoming angry or argumentative at a vital juncture.

2. Acquaint yourself with grievance and other internal procedures and use them thoroughly and carefully. Many organizations have grievance or appeal procedures that can be used by an employee who is a victim of foul play. It is important as well to find out what precedents there are in the use of grievance procedures and how they were resolved.

3. Seek your allies carefully. In a large institution obviously the group of colleagues who share your situation would be the first source of allies. Talk to others about your respective salaries and working conditions. Secrecy about salaries seldom benefits anyone other than management.

When the librarian is a woman in a one-person library, she will obviously have to seek allies outside the library. She may find them among other women in the same or similar ranks, or among women in other ranks who feel equally discriminated against; do not forget sympathetic men who have a good understanding of the issues. Members of minority groups, also victims of discrimination, should be powerful allies. It is rare that an organiza-

tion which discriminates against a female librarian does not also discriminate against others on its staff.

4. Gather your information carefully. Librarians should be natural experts at gathering, organizing and disseminating information. They should know where to look and whom to ask to find the facts necessary to prove their case. A word of warning, however: be careful about how you use that information. In particular, if you have access to confidential information, be sure not to release it to those not entitled to it, even if you feel they should know or you think legislation, such as the Freedom of Information Act, applies to the case in question. Be sure you do not break any laws or regulations yourself in the attempt to prove that others are breaking them.

5. Know your worth and demand your rights firmly but coolly. In a major corporation at the beginning of the economic crunch, the librarian was informed that she would have to cut her staff by 50% in order to reduce expenses. After thinking it over carefully, she announced to her staff of four that she had decided to close the library: she felt she could not provide adequate service with half the staff, and furthermore, she could not think of any fair formula for deciding who should be kept and who should be fired. She then issued a memo to all recipients of the library's accessions list and newsheet announcing that as of the first of the year there would be no more library services due to inevitable cuts in the budget. There was such a tremendous furor over the possible loss of library services that the librarian not only was authorized to retain her staff intact, but she herself was promoted.

6. Know how much you are willing to risk before taking any rash steps and/or losing your cool. The librarian in the case above was willing to risk her job and those of her entire staff. She took a calculated risk with a keen awareness of what the library services were worth to their users.

7. Do not break any rules, even if they are "never" enforced, in making your case. Disciplinary action was instituted against another

librarian for not having reimbursed the institution for personal long distance calls made during working hours. The fact that it was well known that practically everyone else made personal long distance telephone calls from company telephones, and they had never been asked to pay for them, was deemed irrelevant by the hearing officer who declared her guilty of such an offense.

8. *Plan your strategy carefully.* You might want to seek help from your local NOW or WEAL chapter (15); they usually have women who have developed expertise in employment compliance and filing complaints. Friendly outsiders can also be extremely helpful in keeping officials on their toes. Every agency charged with enforcement of antidiscriminatory laws is overworked and understaffed, and as everywhere else, it is the squeaky wheel that gets the oil. Cases that seem to be stuck can suddenly move with fast action after a friendly inquiring call from an outsider who identifies herself as a member of NOW, WEAL, or other feminist organizations, and asks what seems to be the problem with so-and-so's complaint, can she help? Would it help if she called the director of the agency (dropping the name of course) and asked him or her to provide the much needed help? Would it help to call the Regional Office? Washington or Ottawa perhaps? etc.

Another useful tactic is sending a letter with copies to every public official that could possibly take an interest and have an effect, such as a State Director of the Division on Women, members of the State Commission on Women, the office of the Public Advocate, legislators or members of Parliament from your district, etc. Again, documentation is a powerful tool.

Step-by-Step Suggestions for Ending Salary Inequities in an Organization

1. After talking with your supervisor, the first step is to acquaint yourself with all the legislation relevant to the organization for which you work and furnish the information to management. This should be done as one more library service in the dissemination of

information, not as an implicit or explicit threat of action on your part.

2. If you are not satisfied, seek outside help (16).

3. Consult a feminist consultant. On page 21 of this pamphlet you will find a list of useful sources of information on legislation, statistics, and affirmative action. You might also find useful information from your local NOW and WEAL chapters or from affirmative action officers in institutions similar to your own. A professional feminist consultant of course would be invaluable; names can be obtained from the Association of Feminist Consultants (17).

4. Talk to persons in the Personnel Office of your institution. Suggest an affirmative action program be written if your institution does not have one (18).

5. Consider the legal alternatives.

Legal Alternatives

There are several legal alternatives a special librarian should consider once she has determined she is underpaid and has either exhausted her remedies within the company or organization or has decided to move directly into the legal system in order to rectify the discrimination.

Within the United States

1. File a complaint with the Wage and Hour Division of the U.S. Department of Labor under the 1963 Equal Pay Act. There are 350 local offices of the Wage and Hour Division. A letter or a phone call is enough to initiate an investigation, and you may even choose to remain anonymous. Likewise, a complainant's name is not divulged to the employer when an investigation is conducted. If the Wage and Hour Division cannot get a settlement, the Division itself may sue in federal court. Over \$100 million have been awarded in back pay since the act went into effect in 1964. A claim under the Equal Pay Act is the easiest form of discrimination to rectify and retaliation by an employer is prohibited. In order to success-

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fully charge salary discrimination under this act, there must be a male counterpart within the library against whom you can be compared. Therefore, this act is of little help to the woman in a one-person library (19).

2. File a complaint by letter with the Office of Federal Contract Compliance. Since individual claims are referred to the EEOC, complaints with the OFCC should allege discrimination against several women employed by the organization. Complainant's name is generally revealed to the employer during the investigation, but retaliation is expressly prohibited. In private industry such an investigation is particularly serious since in addition to awarding back pay to aggrieved parties, the OFCC can delay the granting of new government contracts to the institution or organization, revoke current contracts and prevent the awarding of future contracts (20).

3. If you are an employee of the U.S. government, file a complaint under Executive Order 11478. An investigation is conducted within the agency by an impartial investigator who is not under the jurisdiction of the head of the section of the agency under which the complaint arose. The identity of the person complaining is not revealed without his or her express permission. The employer may not retaliate against a complainant under the act. Following a hearing on the matter, the complainant, if unsuccessful, may appeal to the Civil Service Commission or may institute a civil suit (21).

4. File a charge with the Equal Employment Opportunity Commission under Title VII of the Civil Rights Act of 1964 or with a state agency responsible for administering the equal pay laws. If such a state agency exists, the EEOC will defer to that agency initially. The agency has 60 days to initiate action on the complaint before the EEOC can act. Once the EEOC assumes jurisdiction, it will investigate the charge, attempt to conciliate, and if that fails, file an action in federal court. The name of the complainant is divulged to the employer during the investigation. Retaliation is prohibited under the act. If the EEOC rejects the complaint, the aggrieved party may sue in federal court (22). The EEOC or the courts

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may order back pay, promotion, etc., for the woman complaining and for all other women similarly situated.

5. Engage a private attorney. An attorney can be of much assistance in advising you of your legal rights. Frequently, a call to an employer by an attorney representing a woman charging salary discrimination is enough to cause the employer to end the discrimination. It is not necessary to engage an attorney in order to avail yourself of any of the above legal remedies. However, should you decide to file a civil suit, it will be necessary to have legal representation.

6. If the professional employees of an institution are unionized, the employee should insist that the union not discriminate in seeking changes in the levels of compensation.

Within Canada

In Canada the first determination is what jurisdiction has the authority.

1. If you are an employee of the federal government and are covered by the Public Service Employees Act, complaints should be addressed to the Anti-Discrimination Branch of the Public Service Employees Commission. Complaints may be in writing or may be informal. The Anti-Discrimination Branch investigates the complaint and will divulge the name of complainants to the deputy head within whose department the alleged discrimination arose. The Branch attempts to settle the matter informally. However, depending on the nature of the complaint, the complainant may go to the Federal Court of Appeals if she is not satisfied with the efforts of the Anti-Discrimination Branch.

2. If you work in an industry covered by a federal charter, salary discrimination complaints should be addressed to the Labour Standards Branch of the Department of Labour. You may register a formal complaint with any of the nine regional offices of the Branch. An investigator will go to the employer and make an inspection. The complainant may remain anonymous. If the complaint is justified, the investigator issues a formal request to the em-

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ployer for payment. Retaliation by the employer is prohibited. Should the employer refuse this request, the Department of Labour may go to court. The complainant has the option of bypassing this procedure and instituting proceedings in civil court.

3. If you are not covered by one of the above, then Provincial jurisdiction controls. Each province has established bodies for addressing discrimination charges such as under a Labour Code or through a legislatively created Human Rights Council. You must check the laws of your province and follow the established complaint procedures.

Conclusion

Are you receiving equal pay for equal work? In order to make this determination, *you* must make the following decisions. Am I underpaid? Do I know my options and legal rights? What am I willing to do to achieve salary parity? What risks am I willing to take to rectify the situation?

The educational information contained in this pamphlet is intended to assist you to make critical decisions. Neither the Special Committee on the Pilot Education Project nor Special Libraries Association can advise you concerning specific problems. *Remember*, you should seek your own legal counsel before initiating any actions. Achieving equal pay is neither easy nor always pleasant. Unless you take individual action, you can expect to continue to be underpaid.

Where to Get More Information and Help

Women's Bureau
Employment Standards Administration
U.S. Department of Labor
Washington, DC 20210

Women's Bureau
Labour Canada
340 Laurier Avenue West
Ottawa, Ontario K1A 0J2

U.S. Equal Employment Opportunity
Commission
Office of the General Counsel
1800 G Street, N.W.
Washington, DC 20506

Wage and Hour Division
Employment Standards Administration
U.S. Department of Labor
Washington, DC 20210

Office for Civil Rights
U.S. Department of Health, Education and
Welfare
Washington, DC 20201

National Federation of Business and Professional
Women's Clubs
2012 Massachusetts Avenue N.W.
Washington, DC 20036

Office of Federal Contract Compliance
U.S. Department of Labor
Washington, DC 20210

Fair Employment Practices Branch
Department of Labour
340 Laurier Avenue West
Ottawa, Ontario K1A 0J2

Social Responsibilities Round Table Task
Force on Women
Coordinator Lynne Rhoads
4004 Whitman Avenue, N.
Seattle, WA 98103

National Organization for Women
1957 East 73rd Street
Chicago, IL 60649

Women's Action Alliance
370 Lexington Avenue
New York, NY 10017

Association of American Colleges
Project on the Status and Education of Women
1818 R Street, N.W.
Washington, DC 20009

Women's Equity Action League
799 National Press Building
Washington, DC 20004

ACLU Women's Rights Project
22 East 40th Street
New York, NY 10015

Black Women's Employment Project
NAACP Legal Defense and Educational Fund, Inc.
10 Columbus Circle
New York, NY 10019

National Council of Women
270 MacLaren South
Ottawa, Ontario K2P 0M3

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2. ALA Salary Survey: Personal Members. *American Libraries* 2 (no. 4): 409-417 (Apr 1971).
3. Carpenter and Shearer/ Sex and Salary Update. *Library Journal* 99: 101, 103 (1974).
4. H. Clayton/An Investigation of Personality Characteristics Among Library Students at One Mid-western University. Washington. U.S. Office of Education, 1968; R. Douglass/ "The Personality of the Librarians." Unpublished Ph.D. dissertation, University of Chicago, 1975, p. 26.
5. *Hodgson v. Fairmont Supply Co.*, 454 F2d 490, 493 (4th Cir. 1972).
6. 29 C.F.R. § 800.121 (1974).
7. *Ibid.* at § 800.125.
8. T. Oehmkel/ *Sex Discrimination in Employment*, 1974, p. 49.
9. 29 C.F.R. § 800.127-128 (1974).
10. C.F.R. § 800.129, § 800.130(c) (1974).
11. Ross and McDermott/ The Equal Pay Act of 1963: A Decade of Enforcement. *Boston College Industrial and Commercial Law Review* 26: 47 (1974).
12. 29 C.F.R. § 800.131-132 (1974).
13. 29 U.S.C. § 206(d)(1)(iv) (1970).
14. 29 C.F.R. § 800.141 (1974).
15. NOW is the National Organization for Women, WEAL is the Women's Equity Action League; addresses of their national headquarters are found on page 22.
16. The Women's Bureau of the U.S. Department of Labor has many helpful publications; among them is "Twenty Steps to Advance Equal Opportunity." The Women's Bureau, Labour Canada, also publishes many items such as the excellent pamphlet, "The Law Relating to Women."
17. Mailing address: 4 Cance Brook Drive, Princeton Junction, NJ 08550. 609/799-0378. Directory available for a small fee.
18. For an extensive treatment of Affirmative Action, see *Affirmative Action and Equal Employment: A Guidebook for Employers*. Washington, Office of Voluntary Programs, U.S. Equal Employment Opportunity Commission.
19. 29 C.F.R. § 800 (1974).
20. 41 C.F.R. § 60-20 (1974).
21. 5 C.F.R. § 713 (1974).
22. 29 C.F.R. § 1604 (1974).

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